

COMPARATIVE ANALYSIS OF PERFORMANCE ASSESSMENTS AND ITS RELATIONS TO MICROENTERPRISES UNDER A MACROERGONOMIC APPROACH

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1 Context

Performance Assessment is considered the practice in which organizations formulate and apply tests to their employees in order to verify the performance of the functions and activities accomplished by them (FLEURY, 2002). This way, it is possible to understand more easily the extent to which the objectives of workers are in line with those of the company, thus enabling the premature identification of problems and even competencies (RABAGLIO, 2010). In the case of microenterprises, the management focused on processes and employees themselves is inherent to its perennality in the market. Performance Assessment plays a fundamental role in controlling and monitoring the "internal health" of companies, measuring and guaranteeing the quality of its services. In this sense, the present studies intend to establish the concepts related to PA (Performance Assessment) that best fit the reality and practices of microenterprises.

Ergonomics (also known as Human Factors, nowadays) is a holistic science that deals, in general, with the adaptation of work to man. For this reason, it gathers and makes use of informations acquired from multiple disciplines. For better definition of its fields of study and practical activities, it is organized into 3 main domains: Physical Ergonomics; Cognitive Ergonomics and Macroergonomics. Macroergonomics study the communications and relations between the different sectors of a company, providing interactions between microprocesses and helping strategic decision making (IEA, 2016). In this sense, the comparative conceptual analyzes will be carried out according to macroergonomic points of view, evaluating the meaning and extent that certain concepts of PA present in describing its main characteristics. As to microenterprises, they can be understood as any kind of company and entrepreneur "duly registered in the competent bodies, which, in each calendar year, will receive gross revenue equal to or less than R \$ 360,000.00 ", in compliance with brazilian Law 123/06 of the "Nacional Simples" for the Microenterprise framework.

2 Method

The method used to choose the authors was the Systematic Bibliographic Review, which consists in the selection of specific search criteria for inclusion and exclusion of data that will guide the whole research (COOK; MULROW; HAYNES, 1997). The authors' choice was also based on the number of citations in the Capes databases (periodicals), and the key words used for the logical operators were: "Avaliação de Desempenho" (Performance Assessment). Regarding the definition of comparative parameters for the analyzes between different authors, the following aspects of PA were used:

- Concept – general understanding of the Performance Assessment fundamentals;
- Objectives – main goals associated with PE's implementation in organizations of all kind;
- Advantages – benefits associated with different areas of an organization involved in the whole process.

3 Results

The analyzes of the data obtained in the surveys were carried out according to the order of relevance of their authors:

■ Author 1 – CHIAVENATO, Idalberto

His conceptualization of PA suggests a certain relativity in the interpretation of the worker's performance, for it can only be measured based on his/her previously estimated results. For Chiavenato, PA objectives are linked to administrative factors (vision, goals and strategies of the company), as they all contribute to the employee empowerment and the involvement of sectors responsible for implementing the assessments themselves.

■ Author 2 – LUCENA, Maria Diva da Salete

Similar to Chiavenato, Lucena suggests that performance results can only be measured when compared to previously established goals. The definition of the employee's contribution to the organization will determine the actions to be taken (such as training, promotions, salary increases and career plans) as long as previous performance records don't "overshadow" current results, proposing constant follow-ups.

■ Author 3 – BERGAMINI, Cecília Whitaker

Bergamini states that the purpose of Performance Assessment is to take advantage of the individual potential of workers through the optimization of the workforce itself. For this to happen, the responsible manager must also be able to perform his/her assessing functions correctly, considering the peculiarities of the assessed individual (his personality, position/function and environment/place of work).

■ Author 4 – BOHLANDER, George

For Bohlander, Performance Assessment is responsible for productivity and organizational strategies through employee encouragement and qualification. This is recognized as a fundamental component for achieving the goals that guarantee competitive advantages to companies.

After synthesizing the authors' main thoughts into topics, a series of points in common were noticed, which are:

- Performance Assessment as a tool to correct problems (through training and reallocation of employees) and to recognize potentials (through promotions and salary increases);
- Appreciation of humanistic aspects (singularities of the worker as an individual), knowing that the role played by the employee is fundamental to the success of the whole organization;
- Systematization of assessment processes are essential for their correct formulation and implementation in companies.

It is also possible to discern the relationships that Performance Assessment have regarding the strategic management of microenterprises (given their organizational limitations):

- Significant attribution of organizational success to worker satisfaction and productivity, and not only to financial and infrastructural resources;
- Success in the assessment processes do not depend on the profile, size and/or number of employees a company has, provided that the evaluator and chosen methods consider it's financial and technological realities (internally and externally).

4 Conclusions

Despite the fact that there are several concepts attributed to PE, it is now clear that many of its fundamentals are rather complementary, as they do not invalidate one another. These concepts don't just provide a clearer view of all the benefits that assessments can bring to companies (in the short, medium and long terms), but also allow the study of its applications in microenterprises, since Performance Assessment are not limited to a company's characteristics (such as its segment, size and financial, human and technological resources).

Finally, it can be concluded that the valuation and valorization of the workforce depends on the degree of motivation in which it is found, giving organizations, even indirectly and partially, the task of promoting such conditions in the labor sphere.

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